

health |   
WORK & WELLNESS

2006 | PEOPLE...PERFORMANCE...PROFIT

*Leading the way for 10 years*

## **Synopsis**

### **What? Now What?**

# What? Now What?

- To make the Conference more interactive, delegates were invited to share their opinions on key ideas, possible implications and immediate actions as a result of the sessions.
- The following questions were used to stimulate discussion:
  - **What?**
    - What are the two to three key ideas from the session that had the strongest impact on you?
  - **Now What?**
    - What concrete implications do these ideas have for your work?
    - What are the immediate actions or possible next steps that you are likely to take as a result of this session?
- This document is a summary of answers offered by participants following sessions and keynote speeches.

# 12 & 13 Oct. 2006 Sessions

Answers to the *What? Now What?* have been separated in the following categories:

- Mindset
- People
- Planning
- Process
- Programs

# 12 & 13 Oct. 2006

## Sessions

### *What?*

- Mindset
  - “Where we shine the spotlight of our attention becomes our life” *Boyle & Mitteregger*
  - We have the power of choice
  - It is important to accept your feelings – not resist it but simply *accept* it
  - Everyone has their own personality
  - Whenever you come across a negative emotion/feeling ... *Pause*
  - Continuously ask the question, “*Are the decisions we make life nurturing or life depleting?*”
  - Balance...Cleanse...Nourish
  - Power of experiential learning was brought back
  - Value the effort more than the result
  - Take performance up to the organizational level – not just individual
  - Have a holistic overall plan – not band aid
  - Can’t do it all at once – start small
  - Mistakes are necessary

# 12 & 13 Oct. 2006

## Sessions



*Leading the way for 10 years*

### ***Now What?***

- Mindset
  - Use the life nurturing or life depleting tool in my interactions & implement them in leadership and/or general meetings
  - Introduce colleagues to “Medicine Wheel” discussion
  - Be more confident to *not* pursue change projects if there is a low probability for success or if resources are inadequate
  - Less multi-tasking
  - Pausing before saying *yes* to more responsibilities
  - I will think more holistically
  - Be more relaxed
  - Examine our current practices and processes with a life nurturing lens
  - Invite staff to take laugh breaks

# 12 & 13 Oct. 2006

## Sessions



Leading the way for 10 years

### What?

- **People**

- Care for your people or employees as it will have a ripple effect on your customers
- Have an effect on consumer loyalty
- By addressing individual health factors, we also address organizational factors
- Encourage employee participation (eg. in leader assessment)
- Balancing a top-down approach with bottom-up approach
- Appreciate diversity and the inter-generational differences (re. outlook on work and performance)
- Concentrate on open communication & relationships in our various committees in order to achieve a healthy organization
- Need to create or foster *courageous* conversations in organizations
- It's about people – consult internally first
- Culture is #1
- Allow the time for employee involvement
- Stress inhibit growth
- Slow down to go fast
- Answers don't immediately jump out, need some conversations

# 12 & 13 Oct. 2006

## Sessions



*Leading the way for 10 years*

### ***Now What?***

- People
  - Focus on people and their understanding of their role within the organization
  - Writing thank-you notes to my colleagues & friends
  - Focus on tangible ways to increase employee satisfaction
  - Integrate some of the questions raised during the pre-conference workshop in employee training and in team meetings
  - Start a dialogue with management
  - Start dialogues and conversations with people in my organization using the tools learned at the session
  - Applaud what works
  - Will address stigma of mental health
  - Develop employee recognition programs
  - Empathy
  - Keep people as center of it all
  - Listen to what people need and want
  - Talk with each person to uncover understanding about fears, challenges, successes, and passions

# 12 & 13 Oct. 2006

## Sessions

### What?

- **Planning**

- Looking holistically at organizational planning will help people to step outside the box
- As we go through the “Medicine Wheel” (a holistic framework to look at an individual, organization or project), we may lose sight or falter – need to re-focus on the purpose
- Set modest goals and boundaries
- Understand how agents of change can align resources in service of organizational change
- Successful change includes *Needs Recognition Model*
- Estimate the resources required for change
- Know what you are measuring and expand the types of things that are measured
- Importance of including cost-benefit analysis in business case
- Most organizations don’t measure direct or indirect costs of absence/disability and therefore can’t effectively target solutions
- Know your numbers
- Need for real line data to compare to
- Importance of workplace assessment
- Importance of interconnectedness between purpose, vision, leadership, community and management

# 12 & 13 Oct. 2006

## Sessions



Leading the way for 10 years

### ***Now What?***

- **Planning**

- Use of a sound model like NQI
- Educate the HR team to look more holistically at recruitment and labour shortage
- Do not manage by crisis
- Re-assess our purpose and continue to move forward with our ideas, initiatives, and programs to help create a healthy workplace
- Ask “What is it that you need?”
- Re-visit *what* and *how* to measure
- Examine what data currently exists within the organization
- Keep measurement processes going
- Evaluate data carefully and from different levels in the organization
- Link evaluation to accountability for both senior and middle management
- Will learn the numbers of my organization – will dig deeper to find out what is going on and target interventions based on needs
- Need a mission statement
- Make an effort to do a cost-benefit analysis to develop the business case
- Confirm assumptions
- Will use the *Medicine Wheel* tool
- Share and use the various tools

# 12 & 13 Oct. 2006

## Sessions



Leading the way for 10 years

### *What?*

- **Process**

- Be more conscious of the *process* that is involved in creating a healthy organization
- Create an environment for safe change
- Once purpose is defined, leadership is required – people at all levels need to step up & make things happen that will advance the stated purpose
- Buy-in involves: money, people, space and time
- It is much more engaging for people to get involved in meeting than to just come & listen
- Importance of removing barriers
- Need for a structured process to obtain funding and to follow the process (don't cut corners)
- Participants need to be at all levels

# 12 & 13 Oct. 2006

## Sessions



*Leading the way for 10 years*

### ***Now What?***

- **Process**

- Get people to reflect on the qualities of a healthy organization
- Ensure that the purpose that is established is clear to everyone
- Focus on the process – not the outcome
- Bring together the HR department & put our purpose down
- To actively engage at least one client and/or colleagues on creating a healthy workplace
- Make opportunities for employee engagement
- Focus more on embedding the tools in organizational practices
- Will put together a process for obtaining funding and will search for hidden sources of funding

# 12 & 13 Oct. 2006

## Sessions



*Leading the way for 10 years*

### ***What?***

- **Programs**

- Create formal Return To Work (RTW) plans
- Future of EAP program require sharing of medical information
- 1 in 5 of younger generation workers will have mental health issues
- Staying anonymous is a major expectation of those who are enrolled in EAP programs (online and offline programs)
- Nowadays, EAP programs support all areas of employees' health - the implications of this are unknown

# 12 & 13 Oct. 2006

## Sessions



*Leading the way for 10 years*

### ***Now What?***

- **Programs**

- Use the tools learned with clients
- Take the “Shifting the Burden” tool to the women’s committee
- Continue to dialogue with employees on maternity leave
- How to best work with an EAP provider
- Integrate work/life balance as part of wellness programs
- Respect the idea that employees want to stay anonymous
- Ask EAP providers to present trends and data that will support decision-making
- Look into the use of outside agencies to provide service

# Rosamund Zander's Opening Keynote Presentation



Leading the way for 10 years

- Comments following exercises:
  - Notice the downward spiral – we were good at that! But, when I talk about possibility, the lights come on in the room and inside us, our posture changed
  - Easy to slide back to the downward spiral – hard to stay positive
  - The conversation was more engaged when we were in the ‘possibility conversation’
  - When you try to find negative things, you end up looking for negative things
  - We were more comfortable talking about possibilities; bodies felt better
  - It is small things that make huge differences
  - Each of us can change the world one person at a time
  - “I contribute daily to enrolling others to their highest possibility” – by doing this, we can create a vision to live *into*
  - Remember Rule # 6 – don’t take yourself so seriously!
  - When we realize that all the stories we tell are all invented in our minds, we make a breakthrough
  - It’s the story we tell ourselves that lead our lives

# Al Stubblefield Keynote Presentation



*Leading the way for 10 years*

## ***What?***

- Aim to be a beacon of excellence
- Attaining excellence is a collaborative effort
- Mediocrity is not acceptable
- Culture and the systems at Baptist Healthcare are all systematically aligned to achieve a common vision
- Invest in communication
- Promote stories from patients to all employees
- Communicate training tips regularly or daily (10 minutes per day)
- Celebrate with employees who have gone the extra mile; include them in leadership team meetings

# Al Stubblefield Keynote Presentation



*Leading the way for 10 years*

## ***What? (cont'd)***

- Training surveys
- Encourage employees to submit ideas and incorporate them
- Peer interviewing
- Reward and recognize staff
- Take current efforts to the next level
- “It is amazing that the organization actually did what it said it will and kept it going for more than 10 years!”

# Al Stubblefield

## Keynote Presentation



*Leading the way for 10 years*

### ***Now What?***

- Get people committed to excellence
- Change staff meetings to be more engaging and have bi-monthly vs. monthly meetings to increase communication
- Look at the implementation of daily podcasts with each one focusing on a specific & relevant professional development topic
- Invite an employee “star” to our company’s leadership team Christmas dinner or a Conference
- Get the support from the CEO for initiating a reward & recognition program

# Al Stubblefield Keynote Presentation



## ***Now What? (cont'd)***

- Create a no-secret culture
- Write more thank-you cards
- Bring all new employees back after five months to see how they are doing (retention)
- Share the story and ideas with colleagues and encourage similar initiatives